



Departmental Quarterly Performance Report

Department Name: Performing Arts Center Management Office (PACMO)

Reporting Period:

FY 2003

Quarter 4

October 31, 2003

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MAJOR PERFORMANCE INITIATIVES (Describe Key Initiatives and Status) Check all that apply

The following performance indicators are intended to measure the Project's progress in relation to schedule and budget

Savings on the GMP (*however, this saving will fluctuate throughout the contract period, actual savings will not be reflected until Substantial Completion)

	Amount
FY 02	\$3,477,655
FY 03	
Q1	232,175
Q2	(360,446)
Q3	417,850
Q4	(159,950)
Total	\$3,607,284

Use of construction manager's contingency

	Amount	\$ 7,000,000
FY 02	\$6,149	0.09%
FY 03		
Q1	\$83,459	1.19%
Q2	\$204,442	3%
Q3	\$118,358	2%
Q4	\$8,861	.13%
Total	\$421,268	6.02%
Elapsed Time		65%

Calculated from the original contract period of 1,097 days

Project completed YTD, compared to projected YTD cash flow based on construction budget

Total Billed to date *	Projected Cashflow	%
\$83,778,086	\$177,297,368	47%
* includes Division 1 (General Conditions, Fee, Contingency, Bonds, Insurance, etc.)		

Means the anticipated YTD cash flow was 53% more than what was actually billed by the Construction Manager (incl. Fee, GC, insurance, etc)

Overall schedule against Schedule based on Contract time.

Contract Planned Schedule	1,097 days
Delay Days*	368 days
Projected Schedule	1,465 days
Percentage of work completed is 35% (including Change Orders and Direct Purchases)	

This is a preliminary estimate that is under review by PACMO and its consultants. A determination will be made of how much of an 'Extension of Time', if any, will be granted to PACB. An acceleration plan may be implemented to assist in reducing the projected delay.

- ☒ Strategic Plan
- ☒ Business Plan
- ☒ Budgeted Priorities
- ☐ Customer Service
- ☐ ECC Project
- ☒ Workforce Dev.
- ☐ Audit Response
- ☐ Other _____
(Describe)

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The following performance indicators are intended to measure the Project's progress in relation to DBD Initiatives

Generated to local contractors via construction contracts (performance against CSBE requirements of 19.11%)

	Amount	%
FY 02	\$ 32,127,592	12.62%
FY 03		
Q1	\$365,695	0.14%
Q2	N/C	
Q3 (see note)	-\$99,945	-0.04%
Q4	\$2,517,488	0.99%
Total	\$2,783,238	1.09%
Grand Total	\$34,910,830	14.80%

Note: Not counted towards the goal of 19.11% because certain CSBE subcontractors dollars were not eligible per Program Requirements.

Wages paid via utilization of work-force projected at \$42.0 million

	Amount	%
FY 02	\$ 5,421,929.00	12.91%
FY 03		
Q1	\$2,876,941	6.85%
Q2	\$2,509,595	5.98%
Q3	\$2,404,051	5.72%
Q4	\$4,350,580	10.36%
Total	\$12,141,167	28.91%
Grand Total	\$17,563,096	41.82%

Percentage of work completed is 35% (including Change Orders and Direct Purchases)

Actual workforce compared with projected workforce of 200

	Number	Amount
FY 02	143	\$ 900,927.49
FY 03		
Q1 (see note)	(34)	\$258,061
Q2	N/C	\$502,047
Q3	48	\$767,642
Q4	41	\$559,907
Total	55	\$2,087,657
Grand Total	198	\$2,988,584

Note: Not counted towards the workforce goal of 200 because new hires failed to meet the minimum qualifications for the CESA Program.

- ☒ Strategic Plan
- ☒ Business Plan
- ☐ Budgeted Priorities
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- ☐ Other _____
(Describe)

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PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	7	8	7	1	8	0	8 ⁽¹⁾	1	7	2 ⁽²⁾

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

⁽¹⁾ PACMO has an overage of one position, transferred from GSA, and is currently, in a position titled Senior Assistant to the Director (approved by ERD and is an overage)

⁽²⁾ PACMO has two budgeted positions vacant, see below

Notes:

B. Key Vacancies – Assistant Director is still being actively pursued by an Executive Search Firm and a Senior Project Manager is also being pursued through open recruitment process.

C. Turnover Issues - None

D. Skill/Hiring Issues

Current salary levels make it difficult to recruit the level of construction professional required for the Project.

***E. Part-time, Temporary and Seasonal Personnel
(Including the number of temporaries long-term with the Department) - None***

F. Other Issues

2 out stationed employees not reflected in the above.

1 – DBD- Compliance Specialist 2 – monitors CSBE and CESA Programs

1- DPD-Sr. Procurement Agent-monitors and administers the Direct Purchase Program

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FINANCIAL SUMMARY

	FY 02-03						Notes
	FY 02-03	Quarter 4		Year-to-Date			
	Budget **	Budget*	Actuals	Budget*	Actuals	Variance%	
Revenues							
Bond Proceeds	\$0	\$0	\$0	\$0	\$0	N/A	
Non-Bond Proceeds	\$88,000,000	\$0	\$0	\$0	\$0	N/A	
Interest Earnings	\$2,275,000	\$236,445	\$700,964	\$2,276,336	\$3,359,689	148% ³	
Grants	\$0	\$0	\$250,000	\$0	\$250,320	100% ⁴	
Miscellaneous	\$24,000	\$6,000	\$4,528	\$24,000	\$24,445	102%	
PAC Operating Subsidy per Bond Docs.		\$0	\$1,400,000	\$0	\$1,400,000	100% ⁵	
Carryover	\$154,610,270	\$0	\$0	\$0	\$154,610,270	N/A	
Total Revenues	\$244,909,270	\$242,445	\$2,355,492	\$2,300,336	\$159,644,724		
Expenditures							
Salaries and Fringes (PACMO Administration)	\$1,204,307	\$301,077	\$381,677	\$1,204,307	\$1,119,724	93% ¹	
Other Operating Expenses (PACMO Administration)	\$249,292	\$62,323	\$91,200	\$249,292	\$319,463	128% ²	
Capital (Construction and Project Related)	\$122,622,401	\$30,655,600	\$20,611,378	\$122,622,401	\$62,197,265	51% ³	
Total Expenditures	\$124,076,000	\$31,019,000	\$21,084,255	\$124,076,000	\$63,636,452		
Revenues Less Expenditures		(\$30,776,555)	(\$18,728,763)	(\$121,775,664)	\$96,008,272		

** Currently, PAC's approved Multi-Year Capital Plan is \$340.138 million; only FY 02-03 Budget is being shown for purposes of this report

Notes:

* The quarterly expenditure budget is based on 25% of the annual budget (as required by the Miami-Dade County Charter).

1 - A vacant position in the last quarter plus a net difference between a vacant Assistant Director position and an addition of an overage position led to minor savings in salary and fringe

2- Since additional consultants were hired (in the first quarter) and phone, computer and peripheral equipment was purchased as well as local and long distance service which was not budgeted, basic budgeted items such as file cabinets and computers are a strain on the administrative budget.

3- Construction drawdowns (billings) were lower than budgeted due to the pace of the progress

4 - The project received a drawdown from the State of Florida for Furniture, Fixtures, and Equipment and Theater Rigging Grants which were not budgeted

5- The Project received \$4.2M in additional funds from the PAC Operating Subsidy in the approved FY 2003-04 budget; the first of three disbursements (\$1.4M) took place in FY 2002-03; the remaining two will take place over the next two years

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Equity in pooled cash (for proprietary funds only)

Fund Type/Fund/Subfund/Project	Prior Year	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Annual Total FY '02	All Years
	Year End	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual		
• CB/360/008/368017 (Series '96)	\$8,868.70	(\$9,744.20)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$9,744.20)	(\$875.50)	
• CB/360/008/368018 (Series '96, interest)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
• CB/360/009/368017 (Series '97 B, interest)	\$17,385,627.60	\$94,454,156.54	(\$11,910,153.21)	(\$15,321,406.70)	(\$14,826,232.36)	\$52,396,364.27	\$69,781,991.87				
• CB/360/009/368020 (Series '97 B, interest)		\$55,151.67	\$469,820.21	(\$357,134.52)	\$404,004.75	\$571,842.11	\$571,842.11				
• CO/310/317/368017 (Private donations)	\$19,206,536.29	(\$642,513.91)	(\$495,158.99)	(\$785,130.67)	(\$747,520.96)	(\$2,670,324.53)	\$16,536,211.76				
• CO/310/318/368017 (Miami Beach)	\$8,346,584.88	\$31,569.75	\$39,224.94	\$36,300.48	\$33,290.14	\$140,385.31	\$8,486,970.19				
• CO/310/319/368017 (2/3 CDT)	\$8,224,822.52	\$24,265.01	\$31,881.45	\$29,170.18	\$28,269.92	\$113,586.56	\$8,338,409.08				
• CO/310/320/368017 (PAC Subsidy CDT)					\$1,400,144.70	\$1,400,144.70	\$1,400,144.70				
• Grants (interest to be returned to State)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
• CPCU01 - Bridge	\$49,752.90	\$146.79	\$192.85	\$176.45	\$171.01	\$687.10	\$50,440.00				
• CPCU02 - Gateway Park (Closed)	\$4,171.03	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,171.03				
• CPCU03 - Sears Demo. (Closed)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00				
• CPCU04 - Furniture, Fixtures, & Equipment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$125,094.32	\$125,094.32				
• CPCU05 - Theater Rigging	\$0.00	\$0.00	\$0.00	\$0.00	\$125,094.32	\$125,094.32	\$125,094.32				
Total	\$53,226,363.92	\$93,913,031.65	(\$11,864,192.75)	(\$16,398,024.78)	(\$13,457,684.16)	\$52,193,129.96	\$105,419,493.88				

Investments in non-pooled cash (Salomon Smith Barney)

Fund Type/Fund/Subfund/Project	Prior Year	Quarter 1*		Quarter 2		Quarter 3		Quarter 4		Annual Total FY '02	All Years
	Year End	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual		
• CB/360/009/368017 (Series '97 B)	\$105,298,537.12	(\$105,298,537.12)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$105,298,537.12)		
GRAND TOTAL	\$158,524,901.04	(\$11,385,505.47)	(\$11,864,192.75)	(\$16,398,024.78)	(\$13,457,684.16)	(\$53,105,407.16)	\$105,419,493.88				
PAYABLES	(\$3,914,630.98)	\$1,432,260.19	(\$820,826.26)	(\$837,749.05)	(\$5,270,276.11)	(\$5,496,591.23)	(\$9,411,222.21)				
CARRYOVER	\$154,610,270.06									\$96,008,271.67	

* All funds in Salomon Smith Barney were transferred into County Pooled Cash in December 2002

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STATEMENT OF PROJECTION AND OUTLOOK

The project has been under construction for 24 months. While the original schedule anticipated a completion one year from now, the current projection is for an October 2005 completion. The project is currently 35% complete according to the latest billings from the Construction Manager. This, we believe, will require a very aggressive construction effort by the builder to meet its current schedule.

Over the course of the next year the buildings' stone and metal and glass exterior will be completed, along with the roof and mechanical trades. This will allow for the complete enclosure and "dry-in" of the buildings in anticipation of the construction of the interior trades in the final year.

During the near term the County, through PACMO, will work with Cesar Pelli & Associates, project architect and Performing Arts Center Builders (PACB), construction manager, to resolve issues related to the schedule, construction documents and requests for changes in the work.

From the standpoint of the County's private sector, the Performing Arts Center Trust will begin partnering with other regional and international arts and entertainment groups to begin producing and presenting programs in advance of the opening of the center to the public. It will also begin to produce programs and develop educational programs that build on and expand the existing audiences.

The Performing Arts Center Foundation will continue to pursue private sector donors, including a \$30.0million naming opportunity for the entire center. It continues to represent the interests of the four resident companies, who will perform at the center.

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Signature

Gail L. Thompson

Date _____